United Nations E/2009/77

Economic and Social Council

Distr.: General
15 May 2009

Original: English

**Substantive session of 2009**
Geneva, 6-31 July 2009
Item 15 of the provisional agenda*
**United Nations research and training institutes**

# Report of the Director of the United Nations System Staff College on its work, activities and accomplishments

## Note by the Secretary-General

Pursuant to General Assembly resolution 60/214, the Secretary-General transmits herewith to the Economic and Social Council the fourth report by the Director of the United Nations System Staff College on the work, activities and accomplishments of the College.

* E/2009/100.

09-33962 (E) 100609

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*Summary*

The present report has been prepared pursuant to General Assembly resolution 60/214. It highlights learning and training initiatives undertaken by the United Nations System Staff College from 1 July 2007 to 30 April 2009.

The report shows the progress made towards the College's main goal of becoming a centre of excellence for learning and training in the United Nations system by fostering the implementation of knowledge-sharing mechanisms and improving system-wide coherence.

The report also illustrates internal reforms which are being introduced at the College and provides Member States with a proposal to strengthen the College's governance structure.

## Contents

Page

I. Introduction ... 3

II. Overview of activities ... 3

A. Knowledge-sharing ... 3

B. Leadership-building ... 5

C. Certification ... 6

D. United Nations country team support ... 7

III. Management reforms ... 7

IV. Main accomplishments ... 8

V. Recommendations ... 9

Annexes

I. Enhancement of the governance structure of the United Nations System Staff College ... 10

II. Main activities from July 2007 to December 2008 ... 13

# I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 60/214, in which the General Assembly, inter alia, reaffirmed the role of the United Nations System Staff College as an institution for system-wide knowledge management, training and continuous learning for the staff of the United Nations, in particular in the areas of economic and social development, peace and security and internal management.

2. The report covers the two years that have elapsed since the previous report, namely, the period from 1 July 2007 to 30 April 2009. During that time, the College underwent a change in leadership, with the appointment of a new Director, Carlos Lopes, in October 2007.

3. By providing an update on the activities of the College, the report shows the progress made towards the College's main goal of becoming a centre of excellence for learning and training in the United Nations system. At the same time, it is aimed at providing concrete results to address the invitation contained in resolution 60/214 to strengthen further its engagement in knowledge-sharing and to contribute to system-wide coherence.

4. In line with resolution 60/214, the call by the General Assembly for the College to lead by example by increasing its own operational effectiveness has been well received by the College, which initiated a number of management reforms. Those reforms included assessing and streamlining pivotal processes such as risk management and results-based management; successfully recruiting qualified staff to cover key positions; strengthening its organizational structure; and introducing the mechanisms and tools necessary for knowledge management. Details of the reform process are set out in section III of the present report.

5. A proposal to strengthen the governance structure of the College is also presented for consideration by Member States (see sect. V and annex I).

# II. Overview of activities

6. For the purpose of the present report, United Nations System Staff College training and learning activities are presented under four main thematic areas: knowledge-sharing, leadership-building, certification and support to United Nations country teams. Those areas reflect the College's endeavour to provide system-wide learning and training opportunities which will (a) foster the development of knowledge-sharing mechanisms; (b) strengthen the system's leadership capacity at all levels; (c) improve quality control and uniformity of approaches and methods in key areas; and (d) continue to build and improve the capacity of key United Nations actors working at the country level.

## A. Knowledge-sharing

7. The College has placed the concept of knowledge management at the centre of its business model. This means that it is moving towards ensuring that its main business will be to create opportunities and facilitate possibilities for sharing ideas and experiences. That approach — learning by sharing — is designed to access the

immense knowledge and experience available in various areas throughout the system. The final goal of the approach is to respond to the need for increased system-wide coherence.

8. The College continued to play an increasingly active role in facilitating collaboration and knowledge management by targeting the United Nations system's key learning actors. Since 1997, the College has been nurturing the development of the learning function through the organization of the Learning Managers Forum, a key annual event in the United Nations system enabling learning chiefs to address common challenges, share best practices and foster inter-agency collaboration. The Forum annually brings together some 50 learning chiefs from the entire United Nations system.

9. The United Nations System Staff College has continued to foster the growth of the United Nations Learning Community as a strong community of practice, thereby contributing to its consolidation as a key reference point for discussions, requests and collaboration on training and learning management for the United Nations and United Nations-affiliated organizations. The Learning Community, which was established in 2002, has made it possible for 422 United Nations staff from various United Nations system organizations to share their knowledge and experience in the field of learning management, generating over 2,500 contributions. A new online platform has been deployed to strengthen the ability of the community to collaborate using modern Web-based tools, to network and to manage the pieces of knowledge and information gathered. The new online community platform has also strengthened the capacity of the Staff College to support and empower regional and thematic networks, such as the Geneva Learning Network, the New York group on learning and United Nations country teams. The College's activities in this area directly contributed to the enhancement of the learning management competencies of United Nations staff involved in managing or supporting learning processes, as well as facilitating the creation of working groups on various issues and the consequent dissemination of good practices to all community members. The creation and activity of the UNeLearn inter-agency group, which connects representatives from 22 United Nations system organizations with a view to identifying and sharing lessons learned on technology-supported learning, is a clear example in this regard.

10. As part of its new learning model, the College also endeavoured to offer technology-based learning solutions that are creative, user-friendly and cost-effective, including the online course "Welcome to the UN: a UN System Induction Course", which is being continually updated and developed and is aimed at supporting common staff orientation processes in the system. In March 2009, the College deployed an enhanced version of the online course, which is offered at no cost to United Nations colleagues across the system in English, French and Spanish. More than 800 United Nations colleagues have registered for the course. Furthermore, an increasing number of United Nations system organizations are contacting the College to show their interest in building upon the standard course in the formulation of their respective agencies' online induction products.

11. The College also provided knowledge-sharing opportunities at the country level by organizing a forum for the resident coordinators of the eight "One United Nations" system-wide coherence pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and Viet Nam) to share lessons learned and challenges ahead in implementing the "delivering

as one" model. In addition, the College has been requested to support the development of the United Nations coherence toolkit, which will provide a comprehensive framework to help countries plan for and implement the change effort needed to create a more coherent United Nations in an efficient and effective manner.

12. Highlighting the strong relationship among and interdependence of peace, security and sustainable development, the United Nations System Staff College, together with the Centre for International Peace Operations (ZIF), initiated a process of rethinking how to better link development efforts with modern peacekeeping and peacebuilding interventions. As a result of that partnership, events will be organized for the senior leadership of conflict-affected countries, with the aim of providing a space for dialogue and discussion.

## B. Leadership-building

13. The work of the College in the area of leadership-building is related to the need to foster coherence at all levels of the system. Taking an inclusive approach to leadership-building, the College has delivered activities that are not only cross-agency in nature, but also encompass the full range of United Nations staff, from new recruits to top management, providing learning opportunities in leadership-related areas to almost 500 staff during the period under review.

14. For two consecutive years (2007 and 2008), the College has been entrusted by the Executive Office of the Secretary-General with the organization and delivery of the Secretary-General's Turin retreat, in partnership with the United Nations Institute for Training and Research (UNITAR) and the Department of Management of the Secretariat. The retreat represents a unique opportunity for all those who report directly to the Secretary-General (some 60 Under-Secretaries-General and Assistant Secretaries-General) to interact with one another and with the Secretary-General for two full days and to collectively reflect on how the Organization could address its responsibilities more effectively. The College is continuing efforts to make the retreat an annual learning and sharing event for the top management of the United Nations.

15. The College has addressed the need for a system-wide leadership course targeting senior managers at the Director level and above, at the request of the United Nations System Chief Executives Board for Coordination (CEB). Although many courses on leadership and management are organized by institutions individually, the United Nations system as a whole lacks opportunities for synergy among participants from different agencies. To achieve a more cohesive management culture, it is therefore imperative that the senior management of the system is provided with more opportunities to interact, learn and share from experiences which go beyond their organization but are common to the system.

16. Against that backdrop, the College has designed a truly system-wide programme, in collaboration with an inter-agency reference group of 10 United Nations organizations and in partnership with academic leadership experts. The United Nations Leaders Programme is aimed at addressing the system's need to build a strategic cadre of leaders, equipped for tackling the global challenges facing the United Nations. The programme has therefore been designed on the basis of a thematic approach to address the concept of leadership in relation to United Nations

issues such as climate change, human rights, accountability and conflict resolution. The College intends to organize several cohorts each year, starting in May 2009.

17. With a similar objective, but targeting the country and regional level, the College continued to deliver leadership training for United Nations country teams, including resident coordinators and other agency representatives. The United Nations country team leadership and coordination skills programme is aimed at increasing the potential for joint programming and improving the leadership and management skills of country teams by facilitating inter-agency learning. In 2007 and 2008, five workshops were held, providing training to 133 United Nations leaders. In 2009, another four events are planned in response to increasing demand.

18. In association with UNITAR, the College co-organized two seminars for special and personal representatives of the Secretary-General. The meetings consisted of two and a half days of intensive dialogue with a view to enhancing the effectiveness of United Nations peace missions through the sharing of experience and knowledge.

19. Finally, the College's effort to ensure that staff at all levels receive appropriate professional skills has been translated into two annual orientation programmes for new United Nations recruits, namely, "United Nations Fellows: Tools for Development Cooperation" and the "Young Professionals Orientation Programme". Both activities are developed and delivered with a view to fostering coherence in staff orientation processes. During the period under review, 210 junior staff benefited from that training.

## C. Certification

20. In 2007, the College began collaborating with key stakeholders to develop programmes aimed at awarding system-wide certification. The College believes that system-wide certification is a strong means of further solidifying its position as a recognized United Nations centre of excellence for learning. Moreover, certification represents a concrete tool to better ensure uniformity of approaches and methods in areas such as project design, monitoring and evaluation, overall programme/project management and accountability and transparency.

21. In addition, the College considers that system-wide certification will respond to the Secretary-General's demand for staff mobility and inter-agency movements by ensuring that the certified skills of staff are recognized within the system. In this context, the College will continue to work in collaboration with human resources departments to better link staff learning, training and certification to overall career development and performance management.

22. In partnership with the Department of Safety and Security, the College implemented the Safe and Secure Approaches in Field Environments (SSAFE) project. The project customizes training materials to meet country-specific security and safety needs and, by means of training-of-trainers workshops, prepares field staff to conduct and deliver certified SSAFE training programmes in their own countries. A comprehensive database provides statistical data on individuals trained, customized training modules, exchange of information and solutions to common problems encountered when delivering such approaches in countries. The multiplier

effect of the training-of-trainers module adopted in the programme has led to 4,706 participants being trained under the SSAFE programme since its inception in 2007.

23. In addition, stronger collaboration with key partners such as the United Nations Evaluation Group, the Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women and the Return on Investment Institute resulted in the design and delivery of staff development programmes in strategic United Nations system-wide areas such as evaluation and gender mainstreaming, with future certification opportunities. Those initiatives were endorsed and strongly recommended by the Board of Governors of the United Nations System Staff College during its session on 4 December 2008 as being paramount from both an academic and a knowledge-management perspective.

### D. United Nations country team support

24. The College continued to develop its activities in support of the capacities of United Nations country teams to deliver more strategic and coordinated programmes in the country in which they serve. A significant share of the learning events in this area focused on training country teams that started their new programme cycle through the United Nations Development Assistance Framework. Since the beginning of the planning process, the College has been providing learning and training events to those teams, including Development Assistance Framework design workshops and training on human-rights-based approaches, on programming and results-based management and on strategic planning support. Since 2007, the College has delivered 92 events, providing learning opportunities to 4,356 country team staff members.

25. In response to the United Nations system's demand for assistance to country teams in integrating conflict-sensitive development into the United Nations planning and programming process, the College, in partnership with the United Nations inter-agency framework team for preventive action, developed the "Conflict Prevention: Analysis for Action" (CPAA) project, which has been under way since 2008. Under the project, the College will offer a number of activities, including standard skill-building workshops on conflict analysis for prevention, activities aimed at mainstreaming conflict prevention into United Nations planning and programming processes in both common country assessment/United Nations Development Assistance Framework and transition countries and other tailor-made activities responding to ad hoc inter-agency requests. In addition, the College will be able to make strategic use of regional training workshops organized under the CPAA project with a view to initiating targeted discussions with selected country teams on conflict prevention.

## III. Management reforms

26. The General Assembly's call for the College to increase its operational effectiveness and lead by example (resolution 60/214) has been well received and was translated into a number of concrete management reforms carried out during the biennium 2007-2008.

27. As a first step in its efforts to improve operational effectiveness, the College began to recruit a number of professional staff to cover key programme positions, allowing for further expansion of its services. In particular, the successful recruitment of a Deputy Director for Programmes resulted in a number of structural and management changes being introduced to bring greater focus, cohesiveness, synergy, innovation and robustness to the College's programmes, including efforts towards systematizing project management through the development of a project management manual and guidelines for the College, which resulted in improved coordination and cohesion among the College's programme areas.

28. More generally, a strategic shift towards the concept of results-based management was successfully introduced in 2008 under the new Director. A detailed programme strategy and priorities for 2009, together with a results-based budget, were presented for the first time to the Board of Governors on 4 December 2008, stating clear objectives and performance management indicators. The overall goal of the College to become a results-oriented, high-quality provider of learning and training services to support the United Nations system will be the guiding principle for obtaining results and mobilizing necessary resources.

29. During 2008, the College initiated a programme financial monitoring system to increase coordination and provide systematic financial monitoring to project managers, thus mainstreaming risk management into the College's programmes. In addition, the College established the Project Approval Committee, with a view to evaluating and assessing the feasibility and sustainability of all project proposals. The introduction of such risk-assessment mechanisms greatly reduced the potential for unexpected financial and programmatic challenges and further improved the College's effectiveness.

## IV. Main accomplishments

30. The budget of the College for 2008 represented a 17 per cent increase over that for 2007. A further moderate increase of 2 per cent is expected in 2009. However, its financial resources for the period 2007 to 2009 increased by 65 per cent.

31. There was a notable increase in the number of staff trained from 2007 to 2008, with the figure doubling from 4,032 to 8,032, mainly owing to the multiplier effect of the SSAFE programme. Learning and training activities were delivered in more than 50 countries, encompassing the entire management of the United Nations system.

32. As part of the College's overall strategy, more partnerships were initiated both inside and outside the system. The College joined with a number of United Nations organizations and departments, including UNITAR, the Development Operations Coordination Office, the Department for Safety and Security, the United Nations Evaluation Group and the United Nations Office of the Special Adviser on Gender Issues and the Advancement of Women, to find better ways of improving system-wide coherence. New ventures with Governments and other multilateral organizations were also initiated in areas of common interest, including the World Bank, the Centre for International Peace Operations of the Government of Germany, the Swedish International Development Cooperation Agency, the Department for International Development of the United Kingdom of Great Britain and Northern Ireland and the Catalan government. Stronger links with the city of Turin and the

Piedmont region, with local foundations (Compagnia di San Paolo; the CRT Foundation) and with the private sector (UniCredit Group) increased in kind contributions, which have enabled the College to improve the scope of its services. Finally, the College continued to strengthen its reputation as a centre of excellence by increasing academic partnerships through the signing of institutional agreements and the use of world-renowned academic experts to design and deliver its activities.

## V. Recommendations

33. Since the inception of the United Nations System Staff College in 2002, the modus operandi of its Board of Governors has not been clarified. This has contributed to two main problems, namely, a lack of clarity in the Board's structural set-up, and the absence of systematic procedural mechanisms for the Board, both of which contributed to the absence of predictability in terms of composition and attendance. The situation has proved counterproductive in terms of work planning and agenda-setting. In accordance with article IV of its statute, "the Staff College shall have a Board of Governors composed of representatives of the member organizations of the Administrative Committee on Coordination" (see resolution 55/278, annex); the Committee has been succeeded by the United Nations System Chief Executives Board for Coordination. Paragraph 2 of article II states that the Board of Governors "shall adopt its own rules of procedure, which shall be consistent with the provisions of the present statute".

34. The Board of Governors of the United Nations System Staff College, during its ninth session, held on 4 December 2008, recognized and endorsed the need to enhance the predictability and reliance of the governance of the College. As a follow-up to the Board's recommendations, a consultation process was initiated under the auspices of the Secretary-General.

35. Following approval by CEB and the Secretary-General, a proposal is presented in annex I to the present report for review by Member States.

# Annex I

## Enhancement of the governance structure of the United Nations System Staff College

### Proposal

1. Since the inception of the United Nations System Staff College in 2002, the modus operandi of its Board of Governors has revealed a need for clarification to overcome an underlying lack of clarity in its structural set-up as well as an absence of systematic procedural mechanisms, which have hindered its satisfactory operation.

2. Following consultation and endorsement by the current Board of Governors at its ninth session, held on 4 December 2008, and by the heads of the United Nations System Chief Executives Board for Coordination (CEB), the attached proposed changes to the statute of the United Nations System Staff College are hereby being submitted to the Economic and Social Council for approval (see enclosure).

3. The following are the key elements of the proposal:

**Composition of the Board of Governors of the United Nations System Staff College**

- The Board of Governors would meet annually and the role of the Deputy Secretary-General as Chair of the Board would be formally acknowledged.
- The composition of the Board would be nine members, selected by the United Nations System Chief Executives Board for Coordination, plus three ex officio members (the Director of the United Nations System Staff College, the Secretary of CEB and the Executive Director of the United Nations Institute for Training and Research).
- CEB will establish the relevant procedures to ensure that its selection provides for the fair representation of United Nations system organizations, including a rotation system, as well as the suitability of the candidates for that function.
- Board members would be appointed by the Secretary-General of the United Nations for a period of two years, with the possibility of a one-year extension. The candidates selected would have to be at the Director level or above.

**Expert Technical Review Panel**

- The Expert Technical Review Panel would continue to report to the Board of Governors, but its functions would be better defined as performing programmatic analysis and providing advice on the programme activities of the Staff College.
- Board members would not be eligible to serve as members of the Expert Technical Review Panel in order to avoid conflicts of interest.

## Enclosure

### Proposed changes to the statute of the United Nations System Staff College*

**Article IV**
**Governance**

For the existing text *substitute*

1. The Staff College shall have a Board of Governors composed of individuals selected among the staff of the member organizations of the United Nations System Chief Executives Board for Coordination (CEB). CEB, through its High-level Committees on Management and Programmes shall establish a procedure to recommend to the Secretary-General individuals to serve as Board members. The selection shall take into account the need to have a broad representation of various communities of interest within the United Nations system, such as learning and training specialists; managers in charge of priority areas as identified by CEB; human resources management and personnel policy experts; and representatives serving in United Nations field operations.

2. The Secretary-General shall appoint a maximum of nine individuals to serve on the Board of Governors, in addition to the ex officio members.

3. Members of the Board of Governors shall serve for a two-year term. The term of a member of the Board may be renewed for an additional year.

4. Board members shall be at the Director level or above. The CEB Secretary, the Director of the Staff College and the Executive Director of the United Nations Institute for Training and Research shall serve as ex officio members of the Board.

5. The Board of Governors shall be chaired by the Deputy Secretary-General. The Deputy Secretary-General may designate any member of the Board to chair a session on his/her behalf.

6. The Board shall meet at least once a year and shall adopt its own rules of procedure, which shall be consistent with the provisions of the present statute.

7. The Board shall be responsible for:

(a) Formulating general policy for the activities of the Staff College;

(b) Considering the work programme and budget, on the basis of proposals submitted by the Director of the Staff College;

(c) Considering ways and means of enhancing the financial resources of the Staff College with a view to ensuring the effectiveness and continuity of its operations;

(d) Evaluating the activities of the Staff College and their impact and reporting thereon to CEB;

(e) Submitting an annual report to CEB.

* The statute was approved by the General Assembly in 2001 (see resolution 55/278, annex).

8. The Board shall establish an expert technical review panel to advise on the development of the activities of the Staff College, in order to contribute to the enhancement of programmatic and methodological expertise. The technical review panel shall be composed of experts who shall be selected by the Board to serve for periods not exceeding three years.

9. The Secretary-General, in his capacity as Chairman of CEB, shall submit a biennial report to the Economic and Social Council on the activities of the Staff College.

**Article V**
**Director and staff**

**Paragraphs 1 and 4**

*For* the Administrative Committee on Coordination *substitute* CEB

**Article VI**
**Associate collaborators and consultants**

For the above *substitute*

**Article VI**
**Associate fellows and consultants**

**Paragraphs 1 and 2**

*For* collaborators *substitute* fellows

**Article VII**
**Finance**

**Paragraph 2**

For the existing text *substitute*

2. The Staff College shall have a biennial budget approved by the Board. A core portion of this budget shall be met by the members of CEB in accordance with the cost-sharing formula decided upon by CEB.

**Paragraph 7**

For the existing text *substitute*

7. The Board shall consider the proposed budget and seek approval by CEB for any changes related to the contributions of participating agencies. The budget, as approved by the Board, shall be forwarded to the participating agencies. The United Nations shall bill the agencies for their share of the core budget.

**Article X**
**Amendments**

For the existing text *substitute*

Amendments to the present statute may be made by the Economic and Social Council on the recommendation of CEB.

# Annex II

## Main activities from July 2007 to December 2008

| | *Activity* | *Country* | *From* | *To* | *Number of participants* |
|---|---|---|---|---|---|
| 1 | Regional course on partnering skills for strategic engagement | Panama | 25/01/2007 | 27/01/2007 | 26 |
| 2 | Action II — training of trainers and validation workshop on the human-rights-based approach | Italy | 29/01/2007 | 02/02/2007 | 37 |
| 3 | United Nations country team annual retreat | Democratic People's Republic of Korea | 29/01/2007 | 31/01/2007 | 15 |
| 4 | Strategic planning retreat | Nepal | 30/01/2007 | 31/01/2007 | 101 |
| 5 | Department of Safety and Security security certification programme | Italy | 11/02/2007 | 02/03/2007 | 37 |
| 6 | Strategic planning retreat | Madagascar | 14/02/2007 | 16/02/2007 | 145 |
| 7 | Human-rights-based approach/results-based management workshop | Thailand | 26/02/2007 | 02/03/2007 | 20 |
| 8 | Regional course on partnering skills for strategic engagement | Thailand | 27/02/2007 | 01/03/2007 | 16 |
| 9 | Strategic thinking, negotiation and consensus-building | Thailand | 27/02/2007 | 01/03/2007 | 14 |
| 10 | Empowering media skills for United Nations managers | Thailand | 27/02/2007 | 01/03/2007 | 2 |
| 11 | United Nations Office of the Recovery Coordinator for Aceh and Nias: partnering skills for strategic engagement | Indonesia | 05/03/2007 | 07/03/2007 | 33 |
| 12 | Human-rights-based approach/results-based management workshop | Pakistan | 05/03/2007 | 07/03/2007 | 44 |
| 13 | Triennial comprehensive policy review meeting 2007 | Italy | 14/03/2007 | 16/03/2007 | 7 |
| 14 | Delivering as one United Nations | Cape Verde | 15/03/2007 | 16/03/2007 | 22 |
| 15 | United Nations evaluation group evaluation workshop | Italy | 18/03/2007 | 24/03/2007 | 30 |
| 16 | Human-rights-based approach/results-based management workshop | Kenya | 19/03/2007 | 23/03/2007 | 21 |
| 17 | Strategic thinking, negotiation and consensus-building | Kenya | 20/03/2007 | 22/03/2007 | 16 |
| 18 | Partnering for strategic engagement | Kenya | 20/03/2007 | 22/03/2007 | 17 |
| 19 | Design workshop for UNDAF preparation | Ecuador | 21/03/2007 | 22/03/2007 | 59 |
| 20 | Donor/NGO consultations on the United Nations transition plan | Kenya | 26/03/2007 | 26/03/2007 | 49 |

| | *Activity* | *Country* | *From* | *To* | *Number of participants* |
|---|---|---|---|---|---|
| 21 | Design workshop for UNDAF preparation | Sudan | 28/03/2007 | 29/03/2007 | 29 |
| 22 | United Nations transition plan: results-based management-human-rights-based approach retreat for the Somalia United Nations country team | Kenya | 28/03/2007 | 29/03/2007 | 83 |
| 23 | Design workshop for UNDAF preparation | Niger | 04/04/2007 | 05/04/2007 | 78 |
| 24 | Design workshop for UNDAF preparation | Benin | 11/04/2007 | 12/04/2007 | 25 |
| 25 | Harmonized approach to cash transfers | Italy | 25/04/2007 | 27/03/2007 | 41 |
| 26 | Developing partnering skills workshop | Kuwait | 01/05/2007 | 01/05/2007 | 11 |
| 27 | Department of Safety and Security refresher training programme | Italy | 06/05/2007 | 18/05/2007 | 29 |
| 28 | United Nations country team annual retreat | Yemen | 08/05/2007 | 09/05/2007 | 34 |
| 29 | Design workshop for UNDAF preparation | Nigeria | 09/05/2007 | 10/05/2007 | 39 |
| 30 | United Nations reform workshop for United Nations Volunteers | Germany | 10/05/2007 | 11/05/2007 | 44 |
| 31 | Design workshop for UNDAF preparation | Angola | 14/05/2007 | 18/05/2007 | 40 |
| 32 | Evaluation and impact assessment of learning and training | Switzerland | 21/05/2007 | 23/05/2007 | 23 |
| 33 | Design workshop for UNDAF preparation | Kenya | 23/05/2007 | 24/05/2007 | 50 |
| 34 | Human-rights-based approach/results-based management workshop | Tunisia | 28/05/2007 | 01/06/2007 | 35 |
| 35 | Delivering as one: One Programme United Nations Rwanda | Rwanda | 28/05/2007 | 30/05/2007 | 40 |
| 36 | Human-rights-based approach/results-based management orientation workshop | Niger | 29/05/2007 | 30/05/2007 | 38 |
| 37 | Leadership programme for women | Italy | 30/05/2007 | 01/06/2007 | 7 |
| 38 | Partnership-building strategy needs assessment workshop | South Africa | 31/05/2007 | 31/05/2007 | 14 |
| 39 | Global induction workshop for coordination officers | United States of America | 04/06/2007 | 08/06/2007 | 34 |
| 40 | Learning Managers Forum | Italy | 06/06/2007 | 08/06/2007 | 46 |
| 41 | Department of Safety and Security refresher training programme | Italy | 10/06/2007 | 22/06/2007 | 22 |

| | Activity | Country | From | To | Number of participants |
|---|---|---|---|---|---|
| 42 | Delivering as one: United Nations pilot resident coordinators consultations | United States of America | 18/06/2007 | 19/06/2007 | 8 |
| 43 | Strategic planning workshop | Serbia and Montenegro | 19/06/2007 | 20/06/2007 | 47 |
| 44 | Safe and Secure Approaches in Field Environments (SSAFE) training programme | Italy | 24/06/2007 | 29/06/2007 | 20 |
| 45 | Human-rights-based approach/ results-based management workshop | Italy | 25/06/2007 | 29/06/2007 | 23 |
| 46 | Strategic thinking, negotiation and consensus-building | Italy | 26/06/2007 | 28/06/2007 | 19 |
| 47 | Partnering skills for strategic engagement | Italy | 26/06/2007 | 28/06/2007 | 23 |
| 48 | Design workshop for UNDAF preparation | Côte d'Ivoire | 27/06/2007 | 29/06/2007 | 90 |
| 49 | Delivering as one: One United Nations retreat, Cape Verde team | Senegal | 02/07/2007 | 03/07/2007 | 38 |
| 50 | Human-rights-based approach/results-based management orientation workshop | Ecuador | 03/07/2007 | 07/07/2007 | 49 |
| 51 | Design workshop for UNDAF preparation | Congo | 03/07/2007 | 04/07/2007 | 41 |
| 52 | United Nations country team annual retreat | Sri Lanka | 05/07/2007 | 06/07/2007 | 48 |
| 53 | Orientation workshop on human-rights-based approach/results-based management | Kenya | 09/07/2007 | 12/07/2007 | 40 |
| 54 | Actors for change — strengthening national human rights institutions | Kenya | 17/07/2007 | 20/07/2007 | 27 |
| 55 | Human-rights-based approach/results-based management orientation workshop | Angola | 17/07/2007 | 20/07/2007 | 25 |
| 56 | United Nations training of trainers procurement training programme | Italy | 23/07/2007 | 27/07/2007 | 14 |
| 57 | Human-rights-based approach/results-based management orientation workshop | Nigeria | 24/07/2007 | 26/07/2007 | 42 |
| 58 | Introductory module on what evaluation is and how it is designed and managed | Italy | 30/07/2007 | 03/08/2007 | 32 |
| 59 | Strategic planning retreat | Kenya | 01/08/2007 | 03/08/2007 | 141 |
| 60 | Secretary-General's Turin retreat | Italy | 31/08/2007 | 02/09/2007 | 58 |
| 61 | Young Professionals Orientation Programme | Italy | 02/09/2007 | 14/09/2007 | 49 |
| 62 | UNHCR strategic engagement in transition situations | Kenya | 04/09/2007 | 06/09/2007 | 30 |

| | Activity | Country | From | To | Number of participants |
|---|---|---|---|---|---|
| 63 | Human-rights-based approach/ results-based management orientation workshop | Benin | 12/09/2007 | 14/09/2007 | 75 |
| 64 | Human-rights-based approach/ results-based management orientation workshop | Haiti | 14/09/2007 | 14/09/2007 | 28 |
| 65 | Design workshop for UNDAF preparation | Haiti | 17/09/2007 | 18/09/2007 | 48 |
| 66 | United Nations Assistance Strategy for Iraq 2008-2010 | Jordan | 23/09/2007 | 24/09/2007 | 50 |
| 67 | Train the trainers for Headquarters Committee on Contracts training | United States of America | 24/09/2007 | 28/09/2007 | 9 |
| 68 | Training of trainers partnering skills workshops | Italy | 24/09/2007 | 27/09/2007 | 24 |
| 69 | United Nations integrated management team retreat | Burundi | 24/09/2007 | 26/09/2007 | 59 |
| 70 | Strategic prioritization retreat | Nigeria | 27/09/2007 | 28/09/2007 | 75 |
| 71 | Department of Safety and Security basic hostage incident management training workshop | Italy | 30/09/2007 | 05/10/2007 | 26 |
| 72 | Belbin Team Role and Interplace certification | Switzerland | 02/10/2007 | 04/10/2007 | 13 |
| 73 | Human-rights-based approach/results-based management orientation workshop | Guyana | 16/10/2007 | 18/10/2007 | 26 |
| 74 | Conflict prevention: analysis for action | Ecuador | 17/10/2007 | 18/10/2007 | 38 |
| 75 | Strategic planning retreat | Benin | 17/10/2007 | 18/10/2007 | 127 |
| 76 | Use of DevInfo for strategic decision-making | Italy | 22/10/2007 | 26/10/2007 | 27 |
| 77 | Human-rights-based approach/ results-based management orientation workshop | Timor-Leste | 25/10/2007 | 26/10/2007 | 52 |
| 78 | Human-rights-based approach/ results-based management workshop | Sudan | 29/10/2007 | 31/10/2007 | 26 |
| 79 | Design workshop for UNDAF preparation | Mauritania | 31/10/2007 | 01/11/2007 | 35 |
| 80 | United Nations coordination and leadership skills workshop | Italy | 05/11/2007 | 15/11/2007 | 51 |
| 81 | Safe and Secure Approaches in Field Environments training programme | Italy | 11/11/2007 | 16/11/2007 | 22 |
| 82 | Partnering skills for strategic engagement | Panama | 12/11/2007 | 14/11/2007 | 24 |
| 83 | Design workshop for UNDAF preparation | Timor-Leste | 15/11/2007 | 16/11/2007 | 93 |

| | Activity | Country | From | To | Number of participants |
|---|---|---|---|---|---|
| 84 | Strategic thinking, negotiation and consensus-building | Panama | 15/11/2007 | 17/11/2007 | 23 |
| 85 | Strategic planning retreat | Niger | 21/11/2007 | 22/11/2007 | 86 |
| 86 | United Nations senior management network programme | Netherlands | 26/11/2007 | 29/11/2007 | 46 |
| 87 | Introductory module on what evaluation is and how it is designed and managed | Italy | 26/11/2007 | 30/11/2007 | 28 |
| 88 | Global compact implementation workshop | Italy | 26/11/2007 | 29/11/2007 | 28 |
| 89 | Strategic planning retreat | Sudan | 27/11/2007 | 29/11/2007 | 116 |
| 90 | United Nations Fellows Workshop: Tools for Development Cooperation | Italy | 02/12/2007 | 14/12/2007 | 40 |
| 91 | Department of Safety and Security security certification programme | Italy | 02/12/2007 | 19/12/2007 | 29 |
| 92 | Strategic planning retreat | Sudan | 03/12/2007 | 04/12/2007 | 91 |
| 93 | Department of Safety and Security, Security and Safety Services training of trainers | Italy | 10/12/2007 | 14/12/2007 | 24 |
| 94 | Strategic planning retreat | Lebanon | 10/12/2007 | 13/12/2007 | 40 |
| 95 | Partnering skills for strategic engagement for Ethiopia UNAIDS | Ethiopia | 10/12/2007 | 18/12/2007 | 66 |
| 96 | Harmonized approach to cash transfers: regional training of trainers | South Africa | 11/12/2007 | 14/12/2007 | 33 |
| 97 | Strategic planning retreat | Congo | 12/12/2007 | 14/12/2007 | 62 |
| 98 | Programme on evaluation and impact assessment of training and learning | Italy | 17/12/2007 | 19/12/2007 | 21 |
| 99 | Secure and Safe Approaches to Field Environments (SSAFE): courses run by certified SSAFE trainers | Afghanistan, Brazil, Colombia, China, Haiti, Nepal, Peru, Somalia, Sudan, Switzerland | 01/01/2008 | 31/12/2008 | 4 583 |
| 100 | Strategic planning retreat preparation meeting | Haiti | 18/01/2008 | 18/01/2008 | 28 |
| 101 | Training of trainers on the Action 2 common learning package on a human-rights-based approach | Italy | 21/01/2008 | 25/01/2008 | 40 |
| 102 | Office of the United Nations High Commissioner for Human Rights training on human-rights-based approach | Italy | 21/01/2008 | 25/01/2008 | 39 |
| 103 | Training of trainers on common country assessments/UNDAF process | Italy | 21/01/2008 | 26/01/2008 | 39 |
| 104 | Communications skills for junior diplomats | Italy | 30/01/2008 | 01/02/2008 | 28 |

| | Activity | Country | From | To | Number of participants |
|---|---|---|---|---|---|
| 105 | Human-rights-based approach orientation workshop | Mauritania | 04/02/2008 | 05/02/2008 | 39 |
| 106 | UNFPA partnering skills workshop | South Africa | 07/02/2008 | 07/02/2008 | 21 |
| 107 | United Nations Evaluation Group Rwanda | Rwanda | 18/02/2008 | 22/02/2008 | 38 |
| 108 | United Nations country team strategic planning retreat | Timor-Leste | 20/02/2008 | 21/02/2008 | 122 |
| 109 | United Nations country team Iraq annual retreat | Jordan | 23/02/2008 | 24/02/2008 | 41 |
| 110 | Actors for change — training of trainers for the Kenya National Commission on Human Rights | Kenya | 25/02/2008 | 29/02/2008 | 17 |
| 111 | One United Nations Albania country team retreat | Albania | 25/02/2008 | 26/02/2008 | 22 |
| 112 | United Nations country team strategic planning retreat | Côte d'Ivoire | 27/02/2008 | 28/02/2008 | 85 |
| 113 | Design meeting, CEB Cluster on Trade And Productive Capacity pilot training for resident coordinators | Switzerland | 29/02/2008 | 29/02/2008 | 4 |
| 114 | United Nations Evaluation Group Panama | Panama | 10/03/2008 | 14/03/2008 | 35 |
| 115 | United Nations country team coordination and leadership skills | Italy | 10/03/2008 | 20/03/2008 | 15 |
| 116 | United Nations country team strategic planning retreat | Haiti | 13/03/2008 | 14/03/2008 | 62 |
| 117 | WHO partnering workshop | Sri Lanka | 18/03/2008 | 20/03/2008 | 26 |
| 118 | Workshop on capacity-building for management in the context of United Nations reform for senior ILO officials | Italy | 31/03/2008 | 04/04/2008 | 24 |
| 119 | DevInfo training workshop | Italy | 31/03/2008 | 04/04/2008 | 22 |
| 120 | UNEP Mercury Partnership meeting | Switzerland | 01/04/2008 | 03/04/2008 | 77 |
| 121 | United Nations Evaluation Group Mali | Mali | 07/04/2008 | 11/04/2008 | 68 |
| 122 | UNDAF design workshop | Guatemala | 08/04/2008 | 11/04/2008 | 58 |
| 123 | Safe and Secure Approaches in Field Environments training programme | Italy | 13/04/2008 | 18/04/2008 | 27 |
| 124 | United Nations country team strategic planning retreat | Botswana | 14/04/2008 | 18/04/2008 | 47 |
| 125 | UNDAF design workshop | Bosnia and Herzegovina | 16/04/2008 | 16/04/2008 | 25 |
| 126 | Office for the Coordination of Humanitarian Affairs leadership design workshop | Switzerland | 25/04/2008 | 25/04/2008 | 12 |
| 127 | UNDAF design workshop | Tajikistan | 05/05/2008 | 08/05/2008 | 77 |

| | Activity | Country | From | To | Number of participants |
|---|---|---|---|---|---|
| 128 | UNEP regional workshop on a human-rights-based approach/ results-based management | Thailand | 05/05/2008 | 09/05/2008 | 30 |
| 129 | Advanced partnering skills | South Africa | 05/05/2008 | 07/05/2008 | 27 |
| 130 | Geneva trade design mission | Switzerland | 05/05/2008 | 06/05/2008 | 8 |
| 131 | UNDAF design workshop | Philippines | 13/05/2008 | 16/05/2008 | 54 |
| 132 | UNDAF design workshop | Kazakhstan | 14/05/2008 | 16/05/2008 | 23 |
| 133 | Microinsurance Innovation Facility, International Labour Organization | Switzerland | 16/05/2008 | 16/05/2008 | 7 |
| 134 | Making Trade Work for the MDGs | Italy | 19/05/2008 | 22/05/2008 | 20 |
| 135 | UNEP environmental sustainability and United Nations country programming | Kenya | 19/05/2008 | 23/05/2008 | 33 |
| 136 | Coordination officers workshop | United States of America | 19/05/2008 | 23/05/2008 | 43 |
| 137 | Enhancing communication skills and media relations for diplomacy | Italy | 20/05/2008 | 22/05/2008 | 15 |
| 138 | Comprehensive Nuclear-Test-Ban Treaty Organization workshop | Italy | 26/05/2008 | 30/05/2008 | 19 |
| 139 | UNDAF design workshop | Islamic Republic of Iran | 26/05/2008 | 29/05/2008 | 78 |
| 140 | UNDAF design workshop | Serbia | 03/06/2008 | 06/06/2008 | 53 |
| 141 | Learning Managers Forum | France | 04/06/2008 | 06/06/2008 | 49 |
| 142 | United Nations country team coordination and leadership skills | Italy | 09/06/2008 | 19/06/2008 | 32 |
| 143 | UNEP environmental sustainability and United Nations country programming | Panama | 09/06/2008 | 13/06/2008 | 24 |
| 144 | Regional coordination officers workshop | South Africa | 09/06/2008 | 11/06/2008 | 19 |
| 145 | Partnering skills for strategic engagement | Senegal | 11/06/2008 | 13/06/2008 | 33 |
| 146 | UNDAF design workshop | Turkmenistan | 17/06/2008 | 20/06/2008 | 80 |
| 147 | Evaluation on impact assessment of learning and training, New York | United States of America | 23/06/2008 | 25/06/2008 | 24 |
| 148 | Human-rights-based approach/ results-based management workshop | Italy | 23/06/2008 | 27/06/2008 | 43 |
| 149 | Partnering skills for strategic engagement | Italy | 23/06/2008 | 25/06/2008 | 18 |
| 150 | Delivering as one: United Nations pilot resident coordinators consultations | United States of America | 23/06/2008 | 27/06/2008 | 9 |
| 151 | UNDAF design workshop | Afghanistan | 24/06/2008 | 26/06/2008 | 30 |
| 152 | UNDAF design workshop | Uzbekistan | 24/06/2008 | 26/06/2008 | 108 |
| 153 | Human-rights-based approach workshop | Afghanistan | 08/07/2008 | 10/07/2008 | 26 |

| | *Activity* | *Country* | *From* | *To* | *Number of participants* |
|---|---|---|---|---|---|
| 154 | United Nations country team strategic planning retreat | Kazakhstan | 09/07/2008 | 11/07/2008 | 44 |
| 155 | Secretary-General's Turin retreat | Italy | 29/08/2008 | 30/08/2008 | 61 |
| 156 | United Nations regional commissions retreat | Italy | 31/08/2008 | 01/09/2008 | 28 |
| 157 | United Nations Regional Centre for Preventive Diplomacy in Central Asia: Conflict prevention — analysis for action | Turkmenistan | 01/09/2008 | 04/09/2008 | 31 |
| 158 | UNDAF design workshop | The former Yugoslav Republic of Macedonia | 02/09/2008 | 05/09/2008 | 49 |
| 159 | United Nations country team strategic planning retreat | Armenia | 10/09/2008 | 12/09/2008 | 119 |
| 160 | United Nations Evaluation Group Bangkok | Thailand | 15/09/2008 | 19/09/2008 | 47 |
| 161 | UNEP environmental sustainability and United Nations country programming | Switzerland | 15/09/2008 | 18/09/2008 | 33 |
| 162 | WACA coordination officers workshop | Senegal | 16/09/2008 | 18/09/2008 | 35 |
| 163 | Young professionals orientation programme | Italy | 21/09/2008 | 03/10/2008 | 83 |
| 164 | United Nations country team strategic planning retreat | Tajikistan | 24/09/2008 | 26/09/2008 | 73 |
| 165 | DevInfo training workshop | Italy | 29/09/2008 | 03/10/2008 | 36 |
| 166 | Third inter-agency workshop on implementing a human-rights-based approach | United States of America | 01/10/2008 | 03/10/2008 | 43 |
| 167 | United Nations Evaluation Group Geneva | Switzerland | 06/10/2008 | 10/10/2008 | 37 |
| 168 | United Nations country team strategic planning retreat | Bosnia and Herzegovina | 07/10/2008 | 10/10/2008 | 65 |
| 169 | Evaluation on impact assessment of learning and training, Turin | Italy | 13/10/2008 | 15/10/2008 | 29 |
| 170 | SSAFE Asia regional training of trainers — Philippines | Philippines | 13/10/2008 | 17/10/2008 | 28 |
| 171 | UNDAF design workshop | Afghanistan | 14/10/2008 | 16/10/2008 | 22 |
| 172 | Change management workshop | Italy | 27/10/2008 | 31/10/2008 | 45 |
| 173 | United Nations country team strategic planning retreat | Burundi | 29/10/2008 | 31/10/2008 | 63 |
| 174 | Buenas prácticas de prevención de conflictos en America Latina | Spain | 03/11/2008 | 07/11/2008 | 25 |
| 175 | United Nations country team coordination and leadership skills | Italy | 03/11/2008 | 13/11/2008 | 35 |
| 176 | Working group on resident coordinators systems issues meeting | Italy | 06/11/2008 | 07/11/2008 | 28 |

| | Events | Country | From | To | Number of participants |
|---|---|---|---|---|---|
| 177 | Safe and Secure Approaches in Field Environments training programme | Italy | 16/11/2008 | 21/11/2008 | 26 |
| 178 | Designated official training consultative group meeting | Italy | 18/11/2008 | 21/11/2008 | 12 |
| 179 | United Nations country team strategic planning retreat | The former Yugoslav Republic of Macedonia | 18/11/2008 | 18/11/2008 | 43 |
| 180 | Delivering as one meeting | United States of America | 20/11/2008 | 21/11/2008 | 8 |
| 181 | Change management initiative | Lesotho | 26/11/2008 | 29/11/2008 | 16 |
| 182 | Quality support and assurance training | Italy | 01/12/2008 | 05/12/2008 | 46 |
| 183 | United Nations country team strategic planning retreat | Uganda | 01/12/2008 | 03/12/2008 | 135 |
| 184 | United Nations Fellows: Tools for Development Cooperation | Italy | 07/12/2008 | 19/12/2008 | 38 |
| 185 | Enhancing communication skills and media relations for diplomacy | Italy | 15/12/2008 | 20/12/2008 | 23 |
| | | | | | **Total: 12 030** |